



CITY OF CONCORD

REPORT TO MAYOR AND THE CITY COUNCIL

FROM: Parking Committee

DATE: November 13, 2017

SUBJECT: Parking Strategic Plan – Final Recommendations

I. Recommendation:

1. Accept the following report and instruct the City Administration to commence implementation as described herein.
2. Set the attached ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters for public hearing on December 11, 2017. The purpose of these amendments is to implement recommendations relative to meter zones, as well as days and hours of enforcement as described herein. These changes would take effect on July 1, 2018.
3. Set the attached ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-2, Restricted Residential Parking Areas, for public hearing on December 11, 2017. The purpose of this ordinance is to make minor housekeeping updates concerning fines and penalties for illegal parking in such zones, establish annual renew coinciding with the City's fiscal year (July 1 – June 30), delete irrelevant language regarding parking meters in resident permit areas, as well as grant the City Manager the authority to create rules and regulations to administer the program. This change would take effect on July 1, 2018.
4. Set the attached ordinance amending the Code of Ordinances; Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties, including Schedule I and II for public hearing on December 11, 2017. The purpose of these amendments are to implement the recommendations set forth herein regarding certain parking citations, as well as to make basic housekeeping updates to improve ease of administration. These changes would take effect on July 1, 2018.
5. Approve the following non-ordinance fee changes in the table below and as further described in this report.

Proposed Non-Ordinance Fee Increases							
	FY2018 Rate			FY2019 Rate			Last Increase
	Monthly	Quarterly	Annually	Monthly	Quarterly	Annually	
State Street Garage							
Covered Lease Space	\$112	\$336	\$1,344	\$130	\$390	\$1,560	2005
Uncovered Lease Space	\$87	\$261	\$1,044	\$97.50	\$293	\$1,170	2005
Storrs Street Garage							
Covered Lease Space	\$112	\$336	\$1,344	\$130	\$390	\$1,560	2005
Uncovered Lease Space	\$87	\$261	\$1,044	\$97.50	\$293	\$1,170	2005
School Street Garage							
Covered Lease Space	\$112	\$336	\$1,344	\$130	\$390	\$1,560	2005
Uncovered Lease Space	\$87	\$261	\$1,044	\$97.50	\$293	\$1,170	2005
Resident Permit Zone (Article 18-2)	N/A	N/A	\$5	N/A	N/A	\$50	1981

II. **Executive Summary – Benefits of Recommendations:**

When the City embarked upon the Strategic Planning Process three years ago, the City Council's overarching goal was to identify and enact changes to the parking system in order to make the Parking Fund financially solvent, while simultaneously improving customer service, supporting downtown economic development goals, and making investments to appropriately maintain our parking infrastructure. The recommendations set forth in this report achieve these goals, and more, as detailed below.

1. **Fiscally Responsible:** The proposals herein are fiscally responsible as they will restore the Parking Fund to financial solvency. Currently, the Parking Fund will have a negative fund balance of -\$153,000 by the end of FY2018, which will increase to nearly -\$2.17 million by FY2023 if no changes are made. Should the recommendations discussed herein be implemented, it is projected that the Parking Fund's working capital will be \$2.3M by FY2028. Further, the proposals set forth herein also correct historic imbalances between the Parking Fund and General Fund.
2. **Economic Development:** The proposals herein encourage economic development on several levels, as follows:
 - a. Minimal on-street rate increases will help restore financial solvency, not unduly deter patrons from visiting downtown shops and restaurants, and keep Concord competitive with our peers. Gradual, routine rate adjustments in the future will help reduce consternation for merchants and the public while safeguarding the financial integrity of the system.
 - b. Maintaining garage meter rates at \$0.50 / hour creates a meaningful cost differential as compared to on-street spaces, thereby further encouraging employees and long-term visitors to use off street parking.
 - c. Expanding time limits on key streets in the central business district from 2 hours to 3 hours gives patrons the opportunity to "park once" and more time to visit local businesses. Elimination of time limits on all other metered streets on the

- perimeter of the central business district gives long-term visitors maximum flexibility when visiting, shopping, or working in downtown.
- d. Evening enforcement to 7PM, as well as Saturday enforcement, is justified given utilization studies and will encourage turnover thereby helping support local merchants.
 - e. Rolling back enforcement start times from 8AM to 9AM is more user friendly for downtown residents and businesses alike.
 - f. The proposal to convert from leases to a permit system in our parking garages will reduce costs to tenants, effectively expand the supply of available parking for downtown residents and employees by at least 16%, as well as create capacity for future development projects.
3. **Customer Service:** The proposals herein vastly improve customer service and usability of the parking system as follows:
- a. Investments in technology will improve customer service for all parkers.
 - i. A new dedicated website for the parking system will serve as a clearing house and one-stop shop for all parking information, help keep the public informed about the system, to pay for parking tickets, and apply for permits quickly and easily, all while reducing administrative burdens for the City.
 - ii. Pay by cell applications for mobile phones will allow parkers to purchase parking quickly, pay for additional time without having to return to their meter, as well as allow merchants to validate parking or offer discounted parking for their patrons.
 - iii. Investments in new “smart meters”, as well as upgraded kiosks will improve reliability, thereby resulting in less malfunctions, and, in turn, less frustrations for customers and more revenue for the City. Smart meters will also offer the convenience of credit card payments for all metered spaces. In addition, should a smart meter malfunction, it will only impact 1 to 2 spaces as compared to kiosks which impact several spaces; thereby reducing customer inconvenience.
 - iv. Immediately transitioning to the Cale Parking Card will allow all 85 parking kiosks to accept the City’s Parking Card.
 - b. Dedicated neighborhood parking enforcement 6 days per week will help better mitigate conflicts between residential and employee parkers, as well as provide improved customer service on weekends; all in an effort to improve the City’s response to neighborhood parking complaints which have steadily grown since repeal of the overnight parking ban in 2008.
 - c. Snow emergency beacons will better inform the public when overnight parking bans are in effect. This will, in turn, improve customer service by reducing the number of vehicles ticketed and towed, while allowing for faster, less expensive, and more efficient snow removal operations for the General Services Department.
4. **Safe, Clean, and Well Maintained Facilities:** Lastly, this proposal will result in cleaner, better maintained, and safer parking facilities for our City:
- a. Creation of a new maintenance position within the Parking Division will provide a dedicated daily commitment to maintaining our 3 parking garages and 9 surface lots in order to better protect the City’s significant investment in these important economic development assets, as well as improve the customer’s experience in our facilities.

- b. Installation of new surveillance systems in all 3 parking garages will provide our customers with peace of mind, while helping to discourage vandalism and other inappropriate behavior in our facilities.
- c. New, energy efficient lighting will be installed in each garage, thereby making the garages safer and more welcoming during evening hours.
- d. New interior and exterior signage will improve the user friendliness of our garages for the public.
- e. A new comprehensive Capital Improvement Program will ensure that the City makes appropriate investments to maintain these important economic development assets, as well as help minimize unanticipated facility needs in the future.
- f. An overhauled maintenance program for each parking facility will ensure that the City gets maximum useful life out of our infrastructure, while also making sure that the facilities are clean, attractive, and comfortable for our patrons.

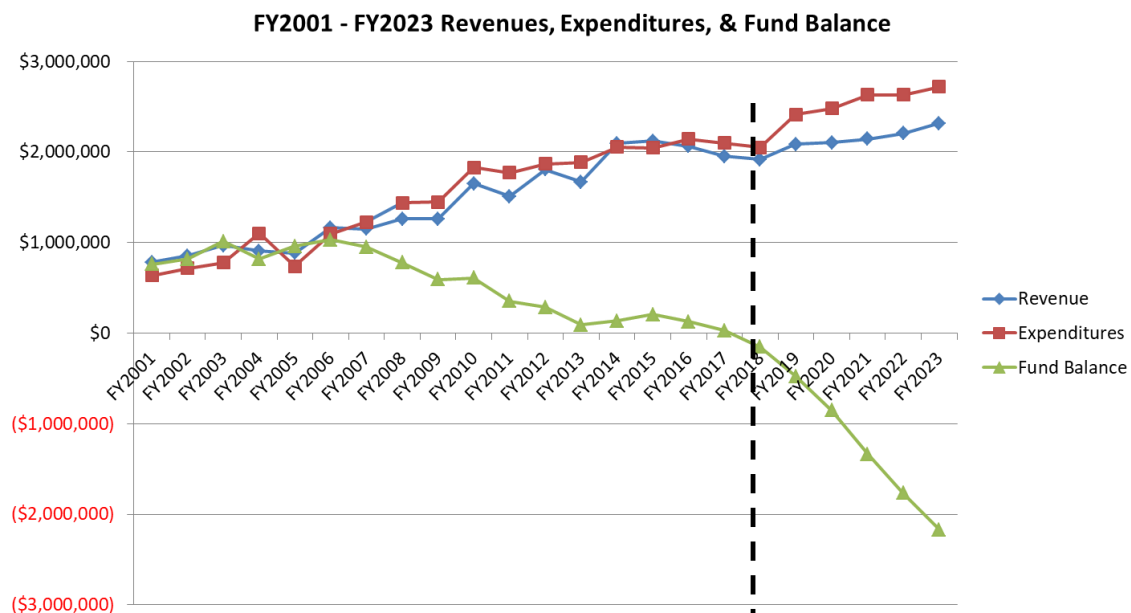
III. Purpose of Public Parking & Key Findings:

1. **The Importance of Managing Public Parking:** Municipalities actively manage public parking for a variety of reasons, as follows:
 - a. Public parking is a finite public resource with competing interests that rely upon it. Communities manage parking in order to balance these interests to the extent possible to protect the public good and further economic development goals.
 - b. Public parking is very expensive to build; upwards of \$30,000 per garage space and \$5,000+ for each surface lot space. Efficient management of these assets is critical to ensure the community is not spending limited resources unnecessarily to build more parking.
 - c. Management of public parking is important for economic vitality and turnover. Turnover in high demand areas is especially important for retailers and restaurants.
 - d. Parking management is also a key component of ensuring public safety for pedestrians and motorists alike. Basic examples include parking setbacks near intersections and crosswalks for visibility, no parking at fire hydrants in order to maximize ease of access for emergency responders, or parking restrictions on narrow streets to maintain safe flow of traffic.
 - e. Lastly, management of public parking is also an important source of revenues for communities. Parking charges are user fees which reduce costs to the taxpayers for building, operating, and maintaining parking infrastructure.
2. **Background:** Since at least 1982, the City's Parking Fund has been designated as a "special revenue fund". As such, it is separate and autonomous from the City's property tax supported General Fund (meaning that debt service and operating costs are supported solely by parking revenues).

The fiscal condition of the Parking Fund has been deteriorating for several years, with expenditures consistently exceeding revenues since 2007. The City has attempted to shore-up the fund through a variety of measures. The most recent effort occurred in 2010, and included, but was not limited to, implementation of the kiosk meter system, rate increases (\$0.75 / hour for on-street parking), and changes to certain citations. In addition, in 2010 the City sold the Theatre Street Parking Lot for \$200,000 and also leased additional spaces in the Storrs Street Parking Garage (primarily related to new development at 45 and 49 South Main Street; albeit at reduced rates).

Beyond expanding revenues, the City has also worked to reduce expenses. Examples include: delaying major capital projects (including \$4.6 million in much needed repairs to the School Street Garage), reduction of a full time Parking Enforcement Officer position in FY2015 (which had been purposely held vacant for a number of years), and delayed vehicle replacements by relying upon second hand surplus vehicles from various City Departments.

Despite these measures, the Parking Fund is projected to lose \$183,000 in FY2018. A loss of this magnitude will consume all remaining available fund balance, thereby resulting in negative fund balance totaling \$153,000 +/- . Assuming no changes to revenues or expenditures, the Parking Fund will have a negative fund balance in excess of nearly \$2.2 million by FY2023, combined, as described in the table below.



IV. Discussion & Key Findings:

1. **Strategic Parking Plan:** In 2014, the City embarked upon a comprehensive review of its Parking System. The purpose of this effort was to identify the causes of the Parking Fund's financial challenges, as well as ways to improve the Parking System in order to improve customer service, promote economic development goals, and improve the quality of the City's parking facilities.

On June 9, 2014, the City Council approved Resolution #8779, which appropriated \$115,000 from the City's Economic Development Reserve to complete a strategic plan for the parking system. This effort also included a needs assessment and capital improvement program for the City's 3 parking garages and 9 surface lots. On June 23, 2014, the City engaged the consulting firm of Nelson Nygaard for this project. Nelson Nygaard partnered with Desman Associates to prepare the capital improvement program and financial pro formas modeling recommendations for the project.

The strategic planning process included robust and very insightful data collection and public participation components. Utilization data was collected for streets, as well as public and private parking facilities in the study area. Public participation efforts

included a community open house on October 6, 2014 at the Capitol Center for the Arts, a user survey (584 respondents), as well as input from 10 different stakeholder focus groups.

On January 28, 2015, the consulting team presented its preliminary recommendations to the community. Following that, the recommendations were refined and presented to the Parking Committee on March 16, 2015. Unfortunately, the level of detail provided in the consultant's financial pro formas was not satisfactory, thereby causing concern over the accuracy of the projected financial impacts of the consultant's recommendations. Consequently, these concerns caused the City Administration to take the lead on finishing the strategic planning process. A copy of the consultant report and recommendations are attached to this report.

On June 27, 2016, the City Administration presented a comprehensive proposal for improving the Parking System to the Parking Committee. The Committee then embarked upon a thorough review of that proposal. Since 2014, the Parking Committee has met 31 times to work on this project. Over the past 18 months, the Committee held 3 public forums on draft recommendations (August 18, 2016, September 8, 2016, and May 23, 2017).

2. **Key Findings:** Key findings of the planning process are as follows:

- a. **"It's not a supply problem; it's an access problem"**: The strategic planning process focused on a 0.66 square mile (435 acre) area roughly bounded by: UNH Law School, Merrimack County Courthouse, the Christ the King Church, and Perley Street. See Appendix 1 for a graphic of the study area. This area contains nearly 10,000 public and private parking spaces.

An analysis of total existing development in the study area determined that the City has nearly double the amount of parking needed within the context of a shared parking model. However, the way in which these spaces are managed by the public and private sectors drives the perception that insufficient parking exists for the community. The historical practice of exclusive use lease agreements has been especially problematic as it fosters this perception.

- b. **General Fund / Parking Fund Interrelationship:** For decades, the City's General Fund has been subsidized by the Parking Fund. Examples include transferring non-meter citation revenues to the General Fund, as well as the Parking Fund paying the full salaries of certain General Fund employees whose job duties include part time support of the Parking System. This practice has negatively impacted the Parking Fund's solvency and capacity to make infrastructure investments.
- c. **Rates and Time Limits:** The current \$0.25 / hour rate differential between on-street and garage meter rates is too small to incentivize long-term parkers to use off street spaces. A more significant price differential is needed to encourage long-term visitors to downtown and employees to use off-street parking. In addition, visitors to downtown want expanded opportunities to "park once" and go about their business without having to worry about time limits.

- d. Maintenance and Capital Budget: Excluding the upcoming \$4.6M repair to the School Street Garage, which will be completed during FY2018-FY2020, the Parking System will require approximately \$7.5 in capital investments over the next decade. Debt service payments for these improvements will cost \$5.9 million during FY2019-2028. When combined with existing debt (issued prior to FY2017), total debt service costs increase to nearly \$11.5M over the next decade (or \$1.1 million annually on average). This is approximately 60% more than current annual debt payments.
- e. Credit Card Payments: Credit cards are steadily becoming the preferred method of payment for parking transactions. While extremely convenient for our customers, use of cards results in costs to the City. During FY2017, 241,000 meter transactions occurred. On average, the City lost \$0.20 / transaction in credit card fees. In total, the City paid \$49,000 in credit card fees, or roughly 12% of kiosk revenues. Meter credit card fees are higher than those paid by traditional merchants (generally around 3%), as parking sales are “non-manned” transactions. As the City moves towards more customer friendly technologies, the credit card costs will surely increase.
- f. Utilization Rates Justify Expanded Hours of Enforcement: Data collected in 2014, prior to the start of the Main Street Complete Streets Project, indicated strong parking demand during week nights and on Saturdays. Anecdotal evidence suggests that utilization during evening hours is as robust, if not stronger, than prior to completion of the project in fall 2016.
 - i. Weekday Evening Hours: Peak utilization on Main Street occurred from 4PM – 6PM (87% utilization). Peak parking utilization for the downtown core (between State and Storrs Street) occurred between 6PM-8PM (66% utilization). The City currently ceases parking enforcement at 5PM.
 - ii. Saturday Hours: Main Street peak utilization was 79%, and occurred between Noon and 2PM. Peak utilization of spaces in the downtown core (Storrs to State) was 60% and occurred from 10AM to 2 PM. The City does not currently enforce parking regulations on weekends.
- g. Parking Enforcement Costs Generate Return on Investment: Parking Enforcement Officers generate more revenues than they cost to employ. Typically, a PEO generates \$45 / Hour in revenue while costing the City approximately \$24 / Hour in total compensation.
- h. Financial Impacts of No Meter Parking: Lastly, during the strategic planning process, some members of the community advocated that the City eliminate all metered parking. An analysis of this idea within the context of the adopted FY2018 Parking Budget would have resulted in net new costs to the General Fund of approximately \$910,000. If instituted, the 10 year cost to the taxpayers would likely exceed \$10 million. See the table below for more information.

FY2018 Adopted Parking Budget Hypothetical No Meter Parking Analysis

	<u>FY2018 Parking Budget</u>	<u>FY2018 "Free Meter Parking" Scenario</u>	<u>Difference</u>	<u>Notes</u>
Revenues	\$1,918,854	\$846,695	\$1,072,159	No more On-Street, Lot, & Garage meters, 78% reduction in ticket revenues due to loss of expired meter ticket
Expenditures	\$2,101,884	\$1,756,860	\$345,024	50% Reduction Enforcement Staff, No Meter Tech Staff, No Kiosk Credit Card / WEB Fees, No Meter Maintenance Costs
Surplus / (Deficit)	(\$183,030)	(\$910,165)		

V. **Recommendations:** The following are the Parking Committee’s final recommendations to the City Council on how to restore the Parking Fund to financial solvency, while simultaneously furthering economic development goals, improving customer service, and making critical investments in parking infrastructure. A summary of key rate changes is included in Appendix 2.

1. **Rebalance the General Fund / Parking Fund Inter-relationship:** The Parking Committee recommends that the City overhaul the interrelationship between the Parking and General Funds. Changes would include the following:
 - a. Cease transferring non-meter ticket revenue from the Parking Fund to the General Fund (\$100,000 annually). Of this total, roughly 13% are written by Police Officers with the balance issued by PEOs;
 - b. Charge the cost of downtown snow removal (approximately \$60,000 annually) to the General Fund.
 - c. Change historical practices regarding cost sharing between the two Funds for certain employees in the Police Department whose jobs entail General Fund and Parking Fund duties.
 - d. Cease “contracting” with the General Services Department for custodial services and management of maintenance activities.
 - e. Charge the General Fund for its fair share of costs to repair and maintain parking facilities uses by the General Fund.

These are detailed on the attached spreadsheet titled “General Fund Parking Expenses”.

Financial Analysis: If enacted, these changes will result in net new costs to the General Fund in the amount of \$316,000 in FY2019 (resulting in 0.8% increase to the City tax rate). This would cost a \$250,000 home approximately \$20 / year in new taxes. Over the entire 10 year planning horizon (FY19-28), this will result in a financial shift to the General Fund in the vicinity of \$3.965M combined. During the 3 public forums held over the past 18 months, attendees voiced support for increasing taxes instead of significantly raising parking rates.

By comparison, if no changes to the Parking System are made, total subsidy from the General Fund by FY2023 will be approximately \$2.2 million. However, with the changes described in this report, will cost the General Fund approximately \$1.7 million by FY2023 (a savings of \$500,000 combined).

One way to potentially mitigate these costs to the General Fund would be to work with the Legislature to amend RSA 261:154 so the City would have the option of assessing a surcharge to motor vehicle registrations to support the construction, operation, and maintenance of parking facilities. Currently, the statute can only be used by communities with a population of 50,000 or more, which limits it to Nashua and Manchester. Currently, both cities do utilize such surcharges to support their parking operations. If amended, the City could raise between \$45,000 and \$1.5 million in revenues for the parking system. In accordance with past directives from the City Council, a bill is currently pending with the Legislature for this amendment.

2. **Technology:** The role of technology in daily life is ever increasing. As such, it is important that the Parking System keep pace with these trends and adapt for the times in order to improve customer service, as well as maximize operational efficiencies and better manage costs. Therefore, the Parking Committee recommends that the City pursue the following technological investments for the Parking System:

- a. **Dedicated Website and On-Line Payments:** Create a dedicated website which is separate and autonomous from the City's "concordnh.gov" page, to serve as an informational clearing house and "one stop shop" for all things parking in Concord. In addition to getting critical updates and other information about the parking system, users would have the ability to apply for permits, pay parking tickets, and join wait lists for parking spaces. Local examples of such websites include ParkBurlington.com and ParkSomerville.com. As the City moves towards accepting online payments for citations, permits, and other items, the new cost to the City could be as much as \$165,000 annually. As such, the Parking Committee recommends that the City institute a surcharge for all online credit card business to help defray the City's expenses. This recommendation has been incorporated into the attached financial pro formas.

Cost of implementation: \$25,000 (website). Assumes credit card processing fees for permits and citation is paid for by users.

- b. **Pay-by-Cell Apps:** With the rise of smart phones, these applications have rapidly become the most user friendly way for customers to pay for parking. Widely used throughout the country in metropolitan and university settings, they allow users to pay for parking with their cell phone. These apps allow for a parker to pay for parking without having to use a meter or kiosk, add time to their meter remotely from their phone, and to receive warnings before their time expires. In addition, most apps allow businesses to offer coupons for parking, or validate parking for customers that use the app.

Cost of implementation: \$5,000 for roll out marketing. Assumes the cost of application processing and credit card fees is paid by the users.

- c. **Smart Meters to Replace Conventional Meters:** The Committee also recommends that all 375 existing mechanical meters be replaced with new smart meters. The mechanical meters are at least 20 years old, and had an original useful life of less than 10 years, and are not capable of credit card transactions. New smart meters would accept coins, parking cards, and credit cards. They are also compatible with pay by cell applications. In addition, these meters are advantageous as, in the event they malfunction, only 1 to 2 spaces would be impacted. When kiosks

malfunction, they impact several spaces. Lastly, these meters collect data and can help the City manage the Parking System on a street by street basis if desired. Implementation would occur in FY2021.

Cost of Implementation: \$300,000 for new meters. Credit card and web fees will also increase approximately \$85,000 annually for these meters.

- d. **Kiosk Upgrades:** As part of the newly proposed CIP for the parking system, all 85 parking kiosks will be upgraded with new technology. While the exterior cabinets of the kiosks will remain largely unchanged, the internal components will be completely replaced. The goal is to have smart meters and kiosks provided by the same vendor for economies of scale, as well as important operational efficiencies such as use of a single “back office” software platform for management of kiosks and meters.

Cost of Implementation: \$240,000.

- e. **Parking Cards:** Upon acceptance of this report, transition from the City’s current parking card to the Cale parking card. This will allow for parking cards to be accepted at all 85 parking kiosks downtown, thereby improving customer service. In addition, the Cale card is less expensive than the current parking card. As part of the conversion process, the public will be able to have their existing cards upgraded at no cost.

3. **Days and Hours of Enforcement:** Given strong utilization of parking during weekday evenings and Saturdays, the Parking Committee is recommending that the City change its hours of enforcement to Monday – Saturday, 9AM to 7PM. As shown in the table below, these hours are in keeping with Concord’s peers and will help manage supply among competing uses, encourage turnover of spaces, as well as expand revenues.

Days & Hours of Enforcement

<u>City</u>	<u>Monday - Friday</u>	<u>Saturday</u>
Concord (Existing)	8AM - 5PM	None
Concord (Proposed)	9AM - 7PM	9AM - 7PM
Manchester	8AM - 8PM	10AM - 6PM (Limited Areas)
Nashua	9AM - 7PM	9AM - 7PM
Portsmouth	9AM - 8PM	9AM - 8PM
Dover	9AM - 7PM	None
Portland ME	9AM - 6PM	9AM - 6PM

Financial Analysis: During the period of FY2019-2028, this proposal will generate net revenues of \$3.7 million combined, or average annual net revenues of \$375,000 after expenses. These include meter and citation revenues.

The Parking Committee recommends that 2 additional PEO positions be created for 12 hours / week each (or 0.6 FTEs, combined) to appropriately staff the expanded hours of enforcement. The cost of these positions will be \$340,000 +/- over 10 years, or \$34,000 / year on average.

4. **Increase Time Limits for On-Street Meter Parking:** Time limits are a common strategy used to encourage parking turnover, and are most appropriate for highly sought after spaces. However, when applied to less utilized streets, time limits may inadvertently hinder economic development goals. For these reasons, the Parking Committee recommends the following changes which are shown on a map in Appendix 3.

Meter Time Limits

<u>Location</u>	<u>Current</u>	<u>Proposed</u>
Main Street (Center to Perley)	2 Hours	3 Hours
Side Streets off Main Street (Between State & Storrs)	2 Hours	3 Hours
All Other Metered Streets	1, 2, 4, 10 Hours	10 Hours
Surface Lot Metered Parking	2, 10 Hour	10 Hours
Garage Metered Parking	10 Hour	10 Hours

Changes to on-street metered spaces promote the “Park Once” philosophy, an important customer service initiative which affords patrons the opportunity to park and go about their business without having to move their vehicles.

5. **Meter Rates:** Parking meters were first installed in downtown in 1947. The most recent meter rate increase was in 2010 (on-street rates \$0.50 to \$0.75). The Parking Committee recommends the following changes to meter rates. The purpose of these changes is to create a meaningful cost differential between on-street and off-street parking spaces in order to encourage long-term parkers to utilize off-street parking spaces. These proposed rates are competitive with the City’s peers in the market place, as noted in the table below.

As part of this proposal, metered parking in garages would be free on Saturdays.

Also, rate increases would be effective July 1, 2018 (FY2019). The next scheduled rate increase would be FY2023 (July 1, 2022), when rates would increase to \$1.25 / Hour for on-street spaces and \$0.75 / Hour for garages and lots. Rates are then projected to remain unchanged through FY2028 (the end of the 10 year planning period), pending the actual financial condition of the Parking Fund.

Meter Rates

<u>City</u>	<u>On-Street</u>	<u>Lots</u>	<u>Garages</u>
Concord (Existing)	\$0.75 / HR.	\$0.75 / HR.	\$0.50 / HR.
Concord (Proposed)	\$1.00 / HR.	\$0.50 / HR.	\$0.50 / HR.; Free on Saturdays
Manchester	\$0.75 / HR.	\$0.75 / HR.	\$0.75 / HR.
Nashua	\$0.50, \$0.75, \$1.00 / HR.	\$0.50 - \$0.75 / HR.	\$0.50 / HR.
Portsmouth	\$1.50 - \$2.00 / HR.	\$1.50 / HR.	\$1.25 / HR.
Dover	\$1.00 / HR.	\$0.75 / HR.	\$0.75 / HR.
Portland ME	\$1.00 / HR.		Varies, \$2.00 / HR.

Financial Analysis: With these changes, it is projected that existing metered parking will generate \$9.2 million in revenues during FY2019-2028 (excluding nights / weekend enforcement, and expanded meter coverage of 308 spaces). In FY2019-2021 (half year), revenues for existing meters (all locations) are projected to remain generally flat due to loss of meter revenues in the School Street Garage during repairs, reduction of rates for

parking lots, and conservative revenue projections. However, after renovations, revenues are projected to increase by approximately \$100,000 annually.

6. **Expand Meter Zones for High Demand Areas:** The Parking Committee is recommending that the meter coverage area be extended to the following locations. The purpose of metering these locations is to help manage parking demand near activity centers such as new development along South Main Street, the Federal Courthouse, Merrimack County Courthouse, and others. In total, 308 new meters would be added during FY2019-2020. Specifically, 50 would be added in FY2019, with another 258 in FY2020. A map detailing the location of streets is included as Appendix 4.

Expanded Meter Zones

<u>Street</u>	<u>Location</u>	<u>Fiscal Year</u>	<u>Start Date</u>
South Main	Concord to Perley	FY2019	October 2018
Concord	S. Main to S. State	FY2019	October 2018
Dixon Ave	Parallel to Loudon Rd	FY2019	October 2018
North State	Center to Chapel	FY2020	October 2019
Montgomery	North State to Court	FY2020	October 2019
Court	North State to North Main	FY2020	October 2019
North Main	Court to Pitman	FY2020	October 2019
Centre	Union to North Spring	FY2020	October 2019
Pleasant	Spring to Merrimack	FY2020	October 2019
Pleasant	South to Spring (Federal Court Frontage)	FY2020	October 2019
South Spring	Oak to Pleasant	FY2020	October 2019
South	Wall to Thompson	FY2020	October 2019
Wall	South to South State	FY2020	October 2019
Chesley	Pleasant to Wall	FY2020	October 2019
South State	Wall to Thorndike	FY2020	October 2019

Financial Analysis: During the period of FY2019-2028, the proposal will generate net new revenues of \$1.86 million combined, or \$186,000 annually on average after expenses. These projections include meter and citation revenues, as well as the cost of new PEO and Meter Tech positions described below.

Expansion of the meter coverage area will necessitate the creation of 2 new Parking Enforcement Positions (1.2FTEs) to enforce these additional meters. These positions would begin in October 2019 (FY2020). These positions will cost approximately \$618,000, combined, during FY2020-2028. However, they will generate \$940,000 in parking ticket revenues during the same period.

In addition, a part-time Meter Tech position (0.5FTE) would be created to support maintenance of the new meters, as well as smart meters replacing existing mechanical meters and future kiosk retrofits. This position would also be created in FY2020, to coincide with Phase 2 meter expansion. The position will cost approximately \$325,000 in total during FY2020-2028. While this position will not generate new revenues, the Parking Committee views it as an important customer service initiative that will help reduce meter malfunctions (and associated frustrations for our patrons), while simultaneously helping to minimize lost revenues due to malfunctions.

7. **Convert Garage Leases to Permits:** One of the key factors contributing to the perception that there is no parking available in downtown is the City's approach to managing reserved (i.e. non-metered) spaces within our parking garages. For the past 40 years, the City has encouraged significant redevelopment projects in downtown by providing leased parking spaces in our garages. However, this approach is flawed, as it has resulted in the inefficient use of these critically important economic development assets.

The City presently has 3 parking garages which contain 1,235 parking spaces, combined. Of this total, 745 spaces (or 60%) are lease spaces. Of the lease spaces, 563 (or 76% of lease spaces) are subject to long-term lease agreements. Some of these agreements will continue for decades into the future at discounted rates. Of the total 745 lease spaces, 177 (24%) are paying the City's current market rates.

Data collected as part of the Strategic Parking Plan revealed that, on average, roughly 40-50% of the reserved spaces are vacant at any one time. During peak utilization, between 33-50% of reserved spaces are vacant. Because reserved spaces are leased to tenants, other parkers cannot lawfully use those spaces. This creates huge inefficiency, frustrates the public, and limits Downtown's economic development potential.

In addition, the lease system is problematic for our tenants. For example, if a tenant's space is occupied by an illegal squatter or snow piles after a winter storm, the tenant must use a meter space and pay for parking. In the case of illegal squatters, the tenant is responsible for having the violator towed. In addition, the City's lease is very cumbersome (17 pages long), requires tenants to post insurance, and tenants do not have the ability to pay for lease spaces electronically.

As such, the Parking Committee is recommending that the City work to replace the present lease system with a permit system by FY2021, as follows.

- a. The vast majority of the dedicated, exclusive use spaces would be terminated and replaced with a first come, first serve permit system.
- b. The City would have the ability to oversell permits for garages. This practice, which is extremely common in the industry, allows the City to reduce the cost of permits due to volume while simultaneously expanding supply and availability of parking to the general public.
- c. By converting to permits, the quantity of parking spaces in garages will effectively increase from 1,235 to 1,426 spaces (191 spaces or 16%). This is a conservative estimate.
- d. For non-exclusive use spaces, permit holders would have the ability to park in any space in a garage on a first come / first served basis; there would be no separation between meter and permit parking. Not only is this more user friendly for permit holders, it will promote a far more efficient use of garages.
- e. Permits would be managed through a web-based portal, thereby making the system more user friendly and less administratively burdensome for the City.
- f. Tenants would pay for parking monthly electronically, which will improve customer service and reduce administrative burdens.

- g. Starting in FY2021, multiple types of permits would be offered, as follows. However, in order to test the viability of a permit program, the Parking Committee recommends that State Street Garage be converted to permits on a trial basis in FY2020 as the facility is not encumbered by long-term leases, therefore making it an easy conversion.
 - i. Permit A – “Exclusive Use”: Limited to 5% or less of all spaces in each garage. Rate would be \$170 / Month (\$2,040 /Year). Valid during hours of enforcement only. This rate is substantially more expensive than current lease rates of \$87-\$112 / Month, as well as Permit B spaces, by design.
 - ii. Permit B – “Shared Parking Monday –Friday”. \$70 / Month for a Monday – Friday Permit (\$840 / Year). This is a 30% discount as compared to paying the daily maximum rate for parking. In addition, this rate is 20-37.5% less expensive than current market lease rates of \$87 - \$112 / Month.
 - iii. Rates would be held constant until FY2023 (July 1, 2022).
- h. In the short term (FY2019 and FY2020), rates for market leases will be increase as follows, to help shore-up the Parking Fund in the short-term, as well as provide increased incentive to convert to the permit program.
 - i. Covered Spaces: \$1,344 to \$1,560 / Year (\$130 / Month). 16% increase. This rate not changed since 2005.
 - ii. Uncovered Spaces: \$1,044 to \$1,170 / Year (\$97.50 / Month). 12% increase. This rate has not changed since 2005.

The Parking Committee is optimistic that this new permit program will gain traction with developers and tenants who control long-term leases, as it is more user friendly and less expensive for tenants, easier for all parties to administer, and creates opportunity for future economic development.

Financial Analysis: It is projected that the new permit system will be in place by FY2021. In the short term, rental income will increase from \$554,000 in FY2018 to \$619,000 in FY2019. By FY2021 (first year of permits), revenues are projected to be approximately \$710,000.

8. **Citations:**

- a. RSA 231:130-a: Data gathered as part of the Strategic Plan revealed that, as of November 2016, approximately \$673,000 in outstanding parking tickets are owed to the City going back to 2001. During the period of FY2010-2015, the amount is roughly \$412,000; of which 33% were issued to City residents. On average, roughly 14% of parking tickets are not paid annually.

For these reasons, the Parking Committee reviewed potential adoption of RSA 231:130-a, a State Law which would allow the City to withhold motor vehicle registration renewals for residents who have unpaid tickets in Concord, as well as other communities which have adopted the statute (such as Manchester). However, the Parking Committee elected to not recommend adoption of this

statute as it was concerned that withholding motor vehicle registrations could have a significant impact on lower income households, as withholding registrations would prevent someone from lawfully using their vehicle to commute to work.

In lieu of adopting this Statute, the Parking Committee is hopeful that the advent of accepting online ticket payments will help reduce delinquent ticket rates. The Parking Committee also suggests that the City consider engaging collection agencies to pursue tickets, and/or more aggressive prosecution of unpaid tickets in District Court.

Financial Analysis: If the City were to adopt this Statute, it is projected that it would generate approximately \$70,000 in “one-time” revenues during the initial year of implementation, as the backlog of collectable tickets would start to be cleared. During ensuing years, it is estimated the Statue could generate \$415,000 during FY2019-2028, combined, or \$41,500 annually. It was also projected that uncollected ticket rates would decrease from 14% to roughly 9%.

- b. **Increases to Certain Citations:** The City currently has 34 different parking citations. Generally, the City writes approximately 23,000 tickets annually, the majority of which are expired metered tickets (upwards of 20,000 per year, or 87% of all tickets written). The Parking Committee is recommending changes to 7 citations, as follows. Concerning the expired meter ticket, the proposed increase is in keeping with Concord’s peers and will also keep pace with on-street meter rate increases, thereby maintaining the historical ratio of the expired meter ticket costing 1.5 times the price of one day of on-street meter parking.

Citations

Citation	Current	Proposed
Against Traffic	\$20	\$20
Reserved Space	\$20	\$25
No Parking	\$15	\$20
Expired Meter	\$10	\$15
Encumbered Meter	\$10	\$15
Not Within Lines	\$5	\$10
No Resident Permit	\$10	\$15

The following table compares the proposed expired meter rate change to Concord’s peers.

Expired Meter Ticket Comparison

City	Expired Meter Citation
Concord (Existing)	\$10
Concord (Proposed)	\$15
Manchester	\$15
Nashua	\$10
Portsmouth	\$15
Dover	\$15
Portland ME	\$15

Financial Analysis: Ticket revenues are projected to increase from \$345,800 in FY2018 to \$360,000 for existing meters only. This includes a very conservative estimate. This figure excludes tickets generated through expanded evening and weekend enforcement hours, as well as expanded meter coverage areas (308 spaces). Including those changes, citation revenues are expected to generate approximately \$6.1 million during FY2019-2028, or an average of \$610,000 annually.

9. **Maintenance and Capital Improvement Program:**

- a. **Maintenance:** The City owns 3 public parking garages which total 425,000SF (or 9.75 acres), as well as 9 surface lots (2.3 acres, combined).

General Services (GSD) is the department currently responsible for providing all property maintenance services for the Parking System.

Specifically, the Public Properties Division is responsible for all custodial and basic property maintenance for parking garages. Historically, the Public Properties Division has also assisted with planning and managing large capital improvement projects; however, that responsibility has partially transitioned to the City Manager's Office in recent years for larger projects (such as the School Street Garage repairs).

The GSD Highway and Utilities Division is responsible for installation of on-street pavement markings and signage for the system. The GSD Downtown Services Team has also assisted periodically with replacement of meter posts on an as needed basis, as the Parking Division lacks sufficient equipment and man power for such work.

GSD's efforts have been supplemented by third party vendors for snow removal, striping, landscaping, and other services. However, these contracts are managed directly by the Parking Division.

While GSD is currently responsible for custodial and property management, the Parking Division is responsible for maintenance of parking equipment (such as kiosks and meters).

The Public Properties Division maintains 78 facilities and structures, totaling 900,000SF. Currently, the Public Properties Division only provides part-time custodial and basic maintenance services for the garages (typically 25 hours / week). Comparisons with other communities suggest that the Parking System should have a dedicated maintenance team of 2.6 FTEs to support basic custodial and property maintenance needs for the Parking System.

While well intentioned, the Public Properties Division does not have sufficient resources to dedicate exclusively to maintain the Parking Garages to ensure the quality expected by the City's parkers.

Recognizing that parking facilities must be clean, safe, and attractive to encourage use by the public, the Parking Committee recommends the following changes for maintenance of parking facilities:

- That 1 new FTE position (40 Hours / Week) titled “Maintenance Supervisor” be created in the Parking Division which shall be solely responsible for custodial services in the 3 Parking Garages and 9 Surface Lots. The position will be outfitted with a pickup truck (with plow), as well as small tools and equipment. The position will also be responsible for coordinating with outside vendors supporting maintenance operations.
- That the new position will continue to be supported by outside vendors for snow removal, landscaping, parking lot striping, as well as mechanical, electrical, and plumbing repairs.
- That the GSD Highway and Utilities Division remain responsible for on-street pavement markings and signage for the Parking System, as well as periodic replacement of meter posts, as needed. These costs have been historically carried in the General Fund, and shall continue to be in the future.
- The Parking Division and City Manager’s Office shall assume full responsibility for managing all capital improvements required for the Parking System.

Financial Analysis: This change is projected to be financially positive for the Parking Fund, while also providing a better level of service for our customers. Specifically, creation of the new position will cost the Parking System \$965,000 over the next 10 years, combined. This includes the new staff position as well as purchase of related equipment. If the City were to continue using GSD for custodial and maintenance services, as well as management of basic property maintenance services, the projected cost is \$1.2 million over the same period.

The FY2018 cost for part-time GSD support was budgeted at \$102,000. By comparison, the projected FY2019 cost for creating the new position within the Parking Division is \$78,500 (partial year) and \$93,900 in FY2020 (first full year).

- b. **Capital Improvement Program:** The Parking Committee recommends that the City update the Capital Improvement Program to make \$7.5 million of investments in parking facilities and infrastructure during FY2019-2028. This excludes the \$4.6 million repair to the School Street Parking Garage. Key highlights of this proposal are as follows. A summary is included in Appendix 5.
 - i. **Parking Garages:**
 1. **State Street:** \$2.97M during FY2019-2028. Improvements include new surveillance systems, interior and exterior signage, significant concrete restoration / repairs, new LED lighting fixtures, drainage repairs, as well as routine waterproofing and traffic membrane upgrades.
 2. **School Street:** \$385,000 during FY2019-2028 (excludes \$4.6M repair). Following completion of \$4.6M repair at the end of FY2020, the garage will receive routine investments for traffic membrane and waterproofing replacements, striping, drainage system cleaning, etc.
 3. **Storrs Street:** \$1.92M during FY2019-2028. In addition to the \$160,000 elevator roof and vestibule repairs proposed in FY2018,

investments shall include new surveillance systems, exterior signage, lighting, plumbing improvements, as well as routine investments for traffic membrane and waterproofing replacements, striping, drainage system cleaning, etc.

ii. Surface Lots:

1. \$954,000 during FY2019-2028. Investments include reconstruction of the following surface lots: City Hall / Auditorium, Library, Police Department, Storrs Street, Hills Avenue, and Canal Street in Penacook.

iii. Meters and Technology:

1. Replacement of all 375 mechanical meters with smart meters (\$300,000).
2. Purchase of 308 smart meters for expansion of the meter coverage area during FY2019-2020 (\$235,000).
3. Replacement and upgrade of all internal components for all 85 kiosk units (\$240,000).
4. Implementation of a new autonomous parking website (\$25,000).

iv. Miscellaneous:

1. Routine replacement of the meter tech van and mobile parking unit for neighborhood enforcement (\$140,000 over 10 Years).
2. Acquisition and routine replacement of a pickup truck for the new maintenance supervisor position (\$50,000).
3. Installation of “snow emergency beacons” at 24 highly travelled intersections throughout the City (\$150,000). Similar beacons are used in Nashua and Manchester.

10. **Increased Resources for Neighborhood Enforcement:** Neighborhood parking is an important quality of life issue for our residents. Currently, the City has 1 mobile unit which is deployed to neighborhoods, Penacook Village, and the Heights, as resources allow. When staff vacancies occur, the unit is not deployed as frequently, in part because the vast majority of these tickets generated by the mobile unit currently accrue to the General Fund.

Since the City terminated the overnight parking ban in 2008, demand for increased neighborhood parking management has steadily increased to help address conflicts among residential parkers, as well as conflicts between residents and employee parking in neighborhoods abutting downtown. This has become increasingly common during weekend hours, when the Parking Division is not staffed.

Financial Analysis: Over the decade, revenues generated by dedicated neighborhood enforcement are projected to be approximately \$1.05 million, combined. Expenditures are projected at \$760,000, combined. Net revenues are projected at roughly \$287,000, combined. While the neighborhood unit will generate sufficient revenues to support itself, the goal of this initiative is to improve customer service in the neighborhoods during hours of enforcement.

In order to provide a higher level of service for these areas, the Parking Committee recommends that the City create 2 new Parking Enforcement Officer positions (1.2 FTEs) which will staff the City’s mobile unit and provide neighborhood enforcement city-wide for 8 hours a day, Monday – Saturday. The cost of these positions (salaries and benefits) is projected to be \$660,000, combined, during FY2019-2028.

11. **Resident Parking:** The City first began managing on-street resident parking in 1981 on select streets around the UNH Law campus. The system has remained unchanged for nearly 40 years. Consequently, it is antiquated and needs to be brought in line with current industry norms.

In addition, the steadily increasing supply of downtown housing, coupled with the proposal to expand meter coverage areas, necessitates the creation of more sophisticated residential permit options. As such, the Parking Committee recommends the following:

- a. **Resident Parking Only & Time Zone Streets:** Currently, Concord only has 4 “resident parking only” streets near UNH Law. These streets are: Essex, Perry, Blanchard, and Rowell. Permits, which are administered by the Finance Department - Collections Division, have been historically issued to residents for a one-time fee of \$5 / permit. The fee is refunded if the permit is returned to the City when the resident moves. Although not currently provided for in the Ordinance, visitor permits have historically also been available. Currently, these permits do not expire, thereby creating opportunity for fraud and management challenges for the City. Several hundred permits are currently active for these streets, dating back to the inception of the program 36 years ago.

Under the new proposal, permits would be sold for \$50 / vehicle and would need to be renewed annually. Proof of residency will be required. Management of the program will transition from the Finance Department – Collections Division to the Parking Division. Visitor permits will also still be available for the same price as the resident permit. The permit would increase to \$55 / vehicle / year in FY2023 (timed for when on-street meter rates are scheduled to increase).

In addition, except in extreme circumstances, it is recommended the City avoid designating streets exclusively for “resident parking only”, as such designations can lead to inefficient use of parking resources. Rather, shared use of such streets is encouraged, whereby public parking would be permitted and regulated by a time limit. However, residences on these streets would be eligible for a permit which would exempt them from said time limit. The City should consider this approach for the UNH Law neighborhood. Also, this approach could be used in other time zone regulated streets in other neighborhoods throughout the City if warranted.

The Parking Committee also recommends the development of criteria to help the City evaluate requests for residential parking areas in the future.

Financial Analysis: Increasing the cost of permits will generate approximately \$2,500 year. Cost of generating permits will be minimal. Over the 10 year planning period, total revenues are projected to be \$26,500, combined, presuming issuance of 50 permits annually.

- b. **Meter Zone Streets:** Given the combination of increased downtown housing and expansion of metered parking coverage areas planned for FY2020, the City needs to offer a new Resident Permit for metered streets. Permits will only be valid for those on-street metered spaces which are not regulated by a time limit. As such, permits will not be available for Main Street and side streets connected thereto between Storrs and State Streets. In addition, permit holders would be subject to

the 48 hour parking limit, as well as parking bans for snow removal and other maintenance activities. The permit would be enacted in FY2020, simultaneously with Phase 2 of meter area expansion.

Currently, the cost of the permit is envisioned to be \$85 / month for a Monday – Saturday permit (or \$1,020 per year). This rate represents a 65% discount as compared to paying the full cost of a meter for 10 hours / day, 6 days per week. This rate was intended to mirror Monday – Saturday permit rates in the City’s three municipal garages. However, such permits were not brought forward due to the Committee’s recommendation to not charge for metered parking in garages on Saturdays.

This program is intended to be a stop gap measure designed to help address residential properties in meter zones which do not have convenient access to a City Parking Garage.

Financial Analysis: During the period of FY2019-2028, these permits are expected to generate \$128,000 in revenues, combined, assuming a conservative estimate of only 10-15 permits are issued annually.

12. **Enforce Time Limits for Handicap Parking:** Although those parkers with handicap license plates or placards are exempt from paying for parking, per RSA 265:74, municipalities have the ability to enforce time zones. Article 18-1-16 of the City Code of Ordinances requires handicap parkers to abide by posted time limits. However, the ordinance has historically not been consistently enforced. As such, the Parking Committee recommends that the City Council affirm that this Ordinance be enforced, as doing so will encourage turnover of parking spaces and promote improved equity for all users. If approved, enforcement would begin on July 1, 2018.
13. **Parking Encumbrance Permits:** It is important that Parking Encumbrance Permits keep pace with proposed changes in on-street meter rates, as well as hours of enforcement. As such, the Parking Committee recommends that the cost of permits increase from \$10 / parking space / day to \$15 / parking space / day. This maintains the current ratio of the permit costing 1.5 times the cost of a full day of parking. In addition, permits will be required for all meter and time zone regulated spaces during hours of enforcement (Monday – Saturday per proposed changes).

Financial Analysis: Encumbrance permits are projected to generate approximately \$210,000 during FY2019-2028, combined.

14. **Miscellaneous Recommendations:**
 - a. **Quarters Only:** The Parking Committee also reviewed the potential of no longer accepting dimes and nickels in parking meters; however, no final decision was made. These coins are problematic as they are more prone to jamming meters. As a result, the City would only accept quarters and credit cards. While no longer accepting nickels and dimes could be viewed as reducing the customer friendliness of the meter system, eliminating these coins would result in less meter malfunctions, thereby actually enhancing customer service. Moving forward, in the short term, the City Council may wish to consider a “quarters only” policy in the 85 kiosk machines, and then expand the policy to include

smart meters in the future (especially when they replace the remaining 375 mechanical meters in FY2021).

- b. On-Street Valet Parking: The Parking Committee also recommends that the City Council consider adopting an ordinance which would permit usage of a limited quantity of on-street parking spaces for valet parking. Such programs exist in other New Hampshire communities, including Portsmouth. Several stakeholders expressed interest in this option, including the Capitol Center for the Arts. In addition, Michael Simchik, owner of the Capital Commons Building, has expressed interest in this for his new hotel (currently under construction and due to open in May 2018).
- c. State of NH Parking:
 - i. Enforcement of Time Limits and Meters for State Vehicles: Currently, City Ordinance only exempts police and fire vehicles from other governmental subdivisions from paying for parking in Concord. There is no State Law or City Ordinances that exempts State or other non-Concord governmental vehicles from paying for parking. The City should begin to enforce time limits and meter fees for such vehicles using City Parking. The City and State should also explore blanket payment for state vehicle on-street parking, which might ease administrative burdens for all parties. In addition, the City Council may wish to consider repealing the current exemption for non-Concord fire and police vehicles.
 - ii. Parking for the Legislature: Data gathered in September 2014 and January 2015 indicates that parking utilization around the State House increases 35% when the Legislature is in session. The City should continue to work with the State on creative, off street parking solutions to help manage the Legislature's parking demand. Such solutions may include a valet parking system, or an appropriately located, high quality, architecturally compatible parking garage located near the State House. Both would be options financed by the State.

Related to these efforts, the City should also consider seeking financial compensation for the 50 "bagged" parking spaces occupied by the Legislature around the State House. Or, if a valet program or garage is constructed, the City and State should discuss ending the practice of bagged meters.
 - iii. Codify On-Street Parking for Governor and Leadership Positions: Currently, no ordinance exists that establishes dedicated on-street parking for the certain Executive and Legislative Branch offices on Park and North State Streets. The City should consider establishing such an ordinance and seeking financial compensation for use of the City's property.

VI. Implementation Schedule: FY2019, FY2020, FY2021:

a. FY2018:

- i. Immediately transition to use of the Cale parking card.
- ii. Issue RFP; select vendor for the Parking website. The goal would be to have the website operational in early FY2019.
- iii. Issue RFP; select vendor for web-based permitting, enforcement, parking citations, and on-line ticket payment services. The goal would be to have these services operational in early FY2019.
- iv. Issue RFP; select vendor for smart meters, as well as future Kiosk retrofits. The City should test meters and kiosks on an extended trial basis before making its final selections.
- v. Issue RFPs / Bids, as needed, in order to line up key on-call support services for FY2019, such as landscaping, snow removal, sweeping, catch basin maintenance, parking lot striping, window washing, pressure washing, etc. The Parking Division will continue to use established vendor contracts for plumbing, electrical, and elevator services.
- vi. Consider engaging a public relations firm to assist promoting forthcoming changes to the parking system.
- vii. Draft and enact ordinances needed to implement changes prior to July 1, 2018. These include, but are not limited to: hours of enforcement, meter rates, citation rates, encumbrance permit fees, establishment of a permit system, establishment of a valet system, creation of the Maintenance Supervisor position, etc. The goal is to enact all ordinances so these changes will be ready for implementation simultaneously with the start of FY2019.

b. FY2019:

i. July 1, 2018:

1. Issue RFP for design / build services for new surveillance systems in all 3 parking garages.
2. Issue RFP, select vendor for pay by cell app services.
3. Begin new days / hours of enforcement (Monday – Saturday, 9AM – 7PM).
4. Implement new time limits for on-street meter parking (3 hour and unlimited)
5. Implement meter rate changes for on-street, garage, and surface lot spaces.
6. Implement increased rates for select parking citations.
7. Transition to on-line payments for citations; strongly consider elimination of third party lock box service for citations if enforcement software cannot support scan line technologies.
8. Commence enforcement of handicap parking time limits.
9. Implementation date for new resident permit program for UNH Law Neighborhood.
10. Begin implementation of the updated Capital Improvement Program.

ii. October 1, 2018:

1. Expanded meters installed on South Main Street, Dixon Avenue, and Concord Street (between Main and State) installed and operational (50 meters total).
2. Staffing:
 - a. PEOs for expanded hours of enforcement begin (0.6 FTEs).

- b. Maintenance Supervisor begins (1.0 FTE; replaces PT General Services Department staff). Vehicle and equipment for position purchased.
 - c. FY2020:
 - i. July 1, 2019:
 - 1. Eliminate leases in the State Street Garage and transition to a Permit Program as a pilot project. Consider expanding to School Street in order to allow for more flexible management during construction.
 - 2. Update the Residential Parking Ordinance to establish on-street residential permit program for 10 hour metered areas. Have in place prior to completion of Phase 2 meter expansion (258 meters).
 - ii. October 1, 2019:
 - 1. Expanded meters on South State Street, Wall Street, as well as near Federal Court, Merrimack County Court, and North State Street installed and operational. (258 meters total).
 - 2. Staffing:
 - a. PEOs for enforcement of expanded meter coverage area begin (1.2FTEs).
 - b. Part-time Meter Technician begins (0.6 FTEs).
 - d. FY2021:
 - i. July 1, 2020:
 - 1. Eliminate leases in the School Street and Storrs Street Garages. Transition to permits.
 - e. FY2023:
 - i. July 1, 2022:
 - 1. Implement proposed meter rate and permit rate fee adjustments.

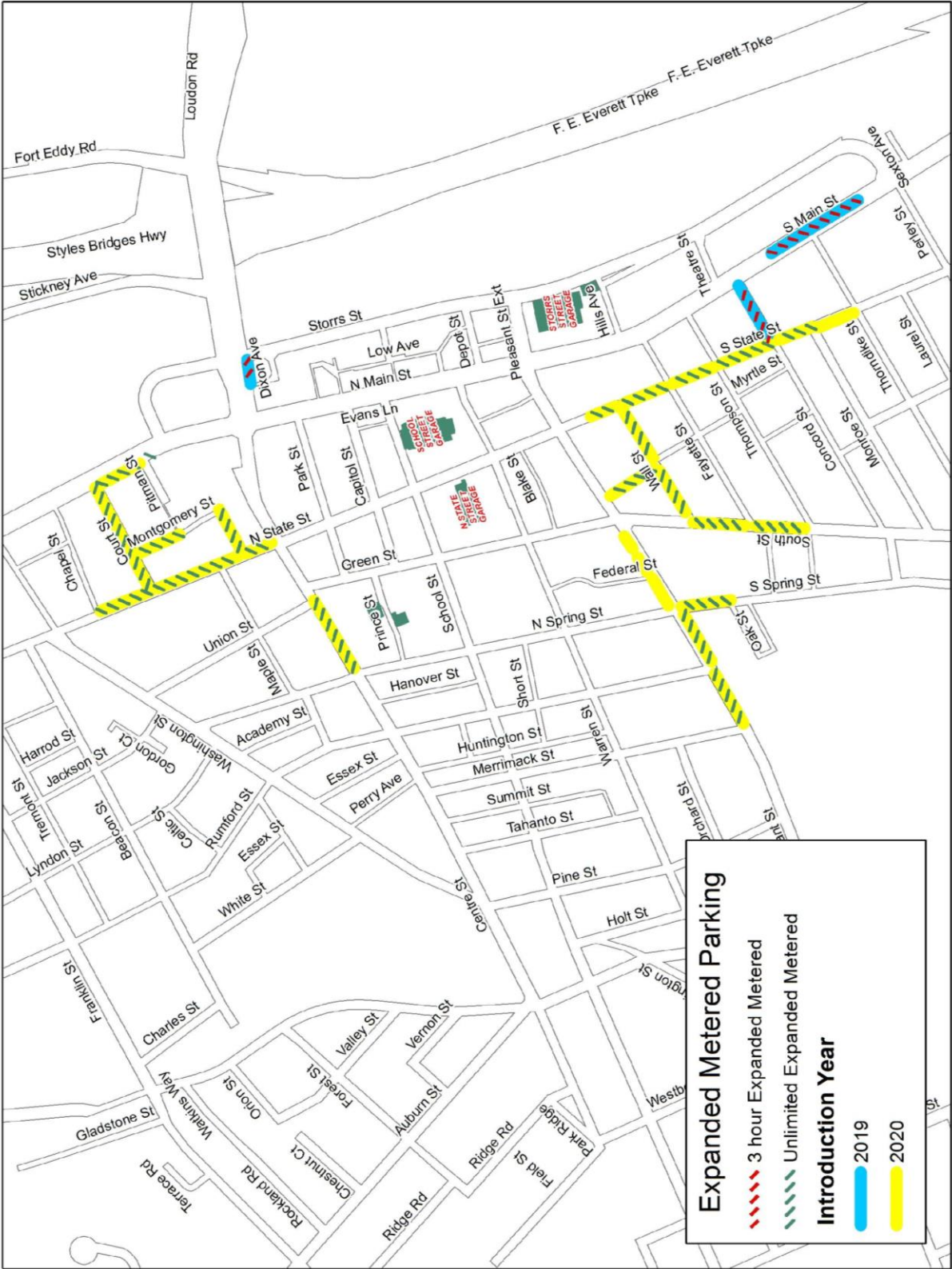
Appendix 2 - Summary of Primary Recommendations

	Current	Original Recommendations June 2016	Draft Final Recommendations November 2017
Hours of Enforcement	M-F, 8AM - 5PM	M-Sat, 9AM - 8PM	M-Sat, 9AM - 7PM
Meter Rates			
Main Street	\$0.75 / Hour	\$1.75 / Hour	\$1.00 / Hour
Other Streets	\$0.75 / Hour	\$1.25 / Hour	\$1.00 / Hour
Garages	\$0.50 / Hour	\$0.75 / Hour	\$0.50 / Hour
Surface Lots	\$0.75 / Hour	\$0.75 / Hour	\$0.50 / Hour
Meter Time Limits			
Main Street	2 Hours	4 Hours	3 Hours
Side Streets Attached to Main between State & Storrs streets	2 Hours	4 Hours	3 Hours
All Other Streets	1, 2, 4, 10 Hours	Unlimited	Unlimited
Surface Lots	2, 10 Hour	Unlimited	Unlimited
Garages	10 Hour	Unlimited	Unlimited
Garage Leases (Market)	\$1,040 / Year (Uncovered), \$1,344 / Year (Covered)	Not available	FY2019& 2020 = \$1,560 / (Covered); \$1,170 / Year (Uncovered). Terminated in FY2021.
Garage Permits			
Permit A: Exclusive Use M-Fri	Not Available	\$2,000 / Year	\$2,040 (2X Permit C cost)
Permit B: Pooled Space M - Fri	Not Available	\$800 / Year (\$66.66 / Month)	\$840 / Year (\$70 / Month)
Permit C: Pooled Space M - Sat	Not Available	\$1,350 / Year (\$112.50 / Month)	No longer necessary due to free weekend parking in garages (Was to be \$85 / Month)
Resident Permits (On-Street)			
Time Zones / Resident Only Zones	\$5; Never Expires. No Annual Renewal.	\$50 / Year. Renew Annually.	\$50 / Year. Renew Annually
10 Hour On-Street Meter Zones	Not Available	Not available	\$1,020 / Year (\$85 / Month) (Same price as Garage Permit C M-Sat)
Citations			
Against Traffic	\$20	\$25	\$20
Reserved Space	\$20	\$25	\$25
No Parking	\$15	\$25	\$20
Expired Meter	\$10	\$25	\$15
Encumbered Meter	\$10	\$25	\$15
Not Within Lines	\$5	\$25	\$10
No Resident Permit	\$10	\$25	\$15

Appendix 3 – Existing Meter Time Limit Revisions Map



Appendix 4 – Meter Coverage Expansion Map



Appendix 5 Summary Capital Improvement Program

	1	2	3	4	5	6	7	8	9	10	TOTAL
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2028
Vehicles	\$50,000	\$42,500	\$0	\$47,750	\$0	\$0	\$0	\$0	\$0	\$55,167	\$195,417
Garages											
Capital Commons	\$0	\$600,737	\$0	\$28,302	\$0	\$31,202	\$349,931	\$34,401	\$0	\$873,895	\$1,918,467
Durgin	\$0	\$0	\$57,931	\$23,500	\$0	\$25,909	\$216,625	\$28,564	\$0	\$31,492	\$384,022
Firehouse	\$71,875	\$14,275	\$128,707	\$15,656	\$0	\$2,701,971	\$0	\$18,195	\$0	\$19,626	\$2,970,304
Surface Lots	\$0	\$0	\$305,179	\$0	\$433,531	\$0	\$0	\$50,000	\$165,369	\$0	\$954,078
Meters	\$45,338	\$201,441	\$306,085	\$242,171	\$10,000	\$3,000	\$11,000	\$3,000	\$12,000	\$3,000	\$837,035
Snow Beacons (24 Locations City Wide)	\$0	\$0	\$0	\$0	\$108,000	\$2,700	\$2,781	\$2,864	\$2,950	\$3,039	\$122,335
Tech & Equipment	\$38,600	\$10,302	\$0	\$0	\$57,200	\$0	\$0	\$0	\$0	\$0	\$106,102
Total	\$205,813	\$869,255	\$797,903	\$357,378	\$608,731	\$2,764,782	\$580,337	\$137,024	\$180,319	\$986,219	\$7,487,760
Capital Transfer	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
	\$38,600	\$24,577	\$0	\$67,457	\$10,000	\$62,811	\$13,781	\$87,024	\$14,950	\$57,157	\$376,358
Amount Bonded	\$167,213	\$844,678	\$797,903	\$289,921	\$598,731	\$2,701,971	\$566,556	\$50,000	\$165,369	\$929,062	\$7,111,402
Bond - Durgin	\$0	\$0	\$57,931	\$0	\$0	\$0	\$216,625	\$0	\$0	\$0	\$274,556
20 Year Bond	\$0	\$600,737	\$305,179	\$0	\$433,531	\$2,701,971	\$349,931	\$50,000	\$165,369	\$873,895	\$5,480,612
10 Year Bond	\$117,213	\$201,441	\$434,792	\$242,171	\$108,000	\$0	\$0	\$0	\$0	\$0	\$1,103,617
5 Year Bond	\$50,000	\$42,500	\$0	\$47,750	\$57,200	\$0	\$0	\$0	\$0	\$55,167	\$252,617
Total	\$167,213	\$844,678	\$797,903	\$289,921	\$598,731	\$2,701,971	\$566,556	\$50,000	\$165,369	\$929,062	\$7,111,402